



**Islamic Republic Of Afghanistan  
Kabul Municipality**



# **HUMAN RESOURCES POLICY**

## **DEPARTMENT OF HUMAN RESOURCES**

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Signature: \_\_\_\_\_



# Islamic Republic Of Afghanistan

## Kabul Municipality



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## Human Resource Policy Manual

### About Kabul Municipality

#### The Mission

#### The Vision

#### About This Manual

This HR Policy Manual governs the Human Resources procedures of the Kabul Municipality and its District level offices. It is intended for use by all KM staff members.

This manual should be used as a guide for managing all matters related to the Human Resources of the Kabul Municipality. All Employees are required to read and understand the policies in this manual and how they relate to their areas of responsibility. Policies may be amended. However, all changes or additions must be approved by the appropriate department and according to the regulations of the Ministry of Justice to ensure conformity with Afghanistan Labor Law, and KM policies.

In all matters, the “Organization” deals with people, not paper, nor the rigid application of policies. However, it is important to have guidelines for dealing equitably with all employees. The purpose of this handbook is to ensure that:

- All staff members receive fair and equitable treatment in accordance with the Statement of Equity;
- The “Organization” is able to continue to attract, motivate and retain high caliber individuals; and
- The work environment recognizes the dignity and worth of each staff member, and creates a climate of mutual respect and understanding.

This document establishes guidelines for the effective, efficient management of human resources and the work environment for the “Organization” in accordance with the “Organization’s” Corporate Values and Code of Conduct.

## Human Resources

### An Equal Opportunity Employer

All staff members are provided with equal employment opportunities, reasonable and equitable wages and benefits. KM strives for an environment that supports and promotes professional development and job satisfaction while successfully accomplishing duties under their position at the KM. This policy ensures that personnel policies, practices, and decisions with respect to the recruitment, hiring, transfer, retention, training, and promotion of employees are based on job-related qualifications and job.

*For women, during the period of pregnancy and after the birth of a child, and in other cases envisaged in this Code and legislative documents, certain benefits are given in the workplace.*



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*In the Islamic Republic of Afghanistan everyone has the right to select a profession, a job according to one's qualification, skills and interest on the basis of relevant legislative documents.*

### **Recruitment process and Hiring**

KM has a standard recruitment process that is transparent and consistent. The process includes the necessary steps to ensure and support reasonable efforts to recruit and retain a diverse workforce. Before recruitment can begin for a position, the supervisor or KM Mayor will prepare a standard scope of work which outlines the reporting relationships, grade level, responsibilities, specific duties, position title and requirements for the respective position. The collection of resumes and applications for the recruitment of new employees at the KM involves a transparent process of internal postings, advertisements and potentially networking. All new employees must have submitted an application to be able to fill the advertised position. If necessary, job descriptions are sent to other governmental organizations or Non-Governmental Organizations (NGOs) for posting. The selection process will include face-to-face interviews with a selection committee comprising of a direct supervisor the incumbent and relevant component heads. The recruitment process includes but not limited to:

- Establishing a need for a position, which could entail completing a position requisition form
- Developing a job description/scope of work, title, salary, and reporting structure
- Identify a strategy for advertising for the position
- Follow a transparent process for collecting and reviewing all resumes as well as supporting documents
- Applications are screened and then shortlisted based on the position requirements. Shortlist candidates are later contacted for a written test/interview.
- Develop an interviewing process, which would consist of an interview panel, with a list of potential questions posed to identify technical and management capacity. The interview process can either be conducted through initial phone interviews prior to face-to-face interviews
- Conduct reference checks for all potential candidates short listed as well as interviewed for a new position at the KM.
- Develop a final selection criteria for the selection committee to make a decision regarding the new hire

The recruitment process may vary from time to time, but a clear step by step and consistent process must be identified.

All new hires will be tested/ interviewed and approved by the appointed selection committee and the KM Mayor, as designated in the recruitment process. References will always be checked prior to extending an offer. Once an offer is made and the individual has accepted the position,



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the assigned Human Resources Representative will conduct an orientation to KM, benefits, organization structure at KM and the projects implemented by KM.

### Documents Required for Employment

Before signing an employment contract and accepting its stated terms, employees are required to submit the following documents that, upon hire, will be maintained in a confidential personnel file.

- Copy of national ID (TAZKIRA)
- Acceptance Confirmation
- Health Certificate from MoPH
- Resume/CV which clearly articulates a person's work history
- Educational and professional certificates
- Work permit from MoLSAMD
- Any other document deemed necessary by the KM or governmental authority.

### Employment Contract

Upon employment, an employee enters into a one-year employment contract that details many of the terms and conditions of employment. The contract can be extended by the agreement of the two parties. The terms of that employment contract take precedence over this manual. Labor Law article 14 indicates that the *"the employment contract is a written agreement between the employee and the employer through which the employee shall be obliged to work for a definite or indefinite period of time in return to which he obtains salary and or other privileges and rights."*

### Job Description

Each employment contract contains a job description. During the interview the candidate will be able to review the job description with the selection committee and again at the time of employment. Each job description includes the job title, grade, reporting structure, duties, responsibilities or a very specific tasks, and requirements for the position. Job descriptions may be changed at the discretion of the decision making body.

### Probationary Period and Confirmation of New Hire

An employee's performance in his or her job, as defined by the job description, is monitored by his or her direct supervisor for a probationary period of three months. A three-month review or evaluation is then scheduled with the employee. In preparation, the supervisor seeks input from other involved employees and colleagues. The three-month review is then completed and discussed between the supervisor and employee.

The final decision to confirm or dismiss a new employee following the three-month review is the mere responsibility of the employee's direct supervisor in consultation with the HR and Admin



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Manager. For KM senior positions, the KM Mayor must provide input to the probationary review of the individual on probation. If found guilty of any HR offences during the probationary period, the KM may terminate the newly appointed employee's contract. However, policy requires a one month's written notice must be given prior to termination. A copy of the employee's termination is kept in his or her personnel file.

### Establishment of Personnel File

KM establishes and maintains a personnel file for each employee. In addition, to required documents, the personnel file also includes the following items.

- Vacancy Announcement
- Job Description
- Anti-Terrorism vetting
- Human resources Staffing Requisition Form (SRF).
- Curriculum Vitae & Application
- Amendments, Change of Status Forms. Employment Contract
- Security Information [Copy of Passport or National ID (TAZKERA)]
- Test & Interview Report as well as Interview scoring sheet
- Educational Documents, Certificate(s) for Trainings, Recommendation Letters if required by the KM
- Personal Forms (Emergency Contact, E-Mail Policy, Conflict of Interest, Confidentiality)
- Annual Performance Reviews
- Tax Identification Number. Forms: Leave, Medical claim, Travel Voucher etc
- Handling of and Access to Personnel Files
- Misrepresentation

### Updating Personal Information

KM employees must promptly notify the KM HR of all changes in their personal status, including home address, contact information, marital status, etc.

### Handling of and Access to Personnel Files

It is the responsibility of all staff members who have access to personnel files to maintain the information contained therein in strict confidentiality. All personnel files will be maintained in a



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safe and secure location. Willful failure to adhere to this policy, any breach in confidentiality, or mishandling of files will result in disciplinary action, up to and including termination.

An employee is allowed access to his or her own personnel file after submitting a written request to the HR department. The employee will have access to the file only in the presence of the person in charge of personnel files. Supervisors will also have access to the personnel files of the current employees who report to them. However, the review of their personnel files can only occur in the presence of the person in charge of personnel files.

### **Misrepresentation**

If it is discovered at any time that an employee misrepresented him or herself during the hiring process, the employment contract may be terminated according to the Labor Law of Afghanistan. The following circumstances constitute misrepresentation:

- Employee's submission of untrue, incomplete, or misleading information, declarations, recommendations, or certificates
- Employee's assumption of a false identity
- Employee's deliberate denial or silence with regard to an incident or situation where he or she was directly or indirectly involved
- Employee's presentation of false or inaccurate information during the hiring process or his or her employment

### **Change in Employee Status**

Any change in an employee's status (e.g., title, rate of pay, promotion, demotion, change of position etc.) must be approved by the employee's direct supervisor and the assigned committee.

### **Types of Employment**

#### **Regular Full-Time Employees**

Full-time employees are hired by the KM to perform job responsibilities on a full-time basis. Full-time employees receive employment-related benefits required by law, as described in the employment contract and this manual.

Full-time employees receive written employment contracts that describe the terms and conditions of their employment.

#### **Regular Part-Time Employees**

Part-time employees are hired by KM to perform job responsibilities on a part-time basis. Part-time employees working 20 hours or more per week may be eligible to receive employment-related benefits, as described in the employment contract and this manual.





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Part-time employees receive written employment contracts that describe the terms and conditions of their employment. The decision to hire employees on a part-time basis is determined, if appropriate, by the KM or designee.

### Short-Term Employees

Short-term employees are full- or part-time employees hired to perform specific tasks for a limited period of time. This is generally less than six months.

Short-term employees may receive written employment contracts that describe the work to be performed and the terms and conditions of their compensation. Short-term employees are not entitled to employment-related benefits.

### Consultants

Generally, the KM hires consultants to perform a specific function that allows them to produce a final report with limited supervision. Consultants are not employees and do not receive employment-related benefits.

A service agreement describes the work to be performed by consultants within a certain period of time as maybe determined by KM. In addition, the service agreement contains the associated deliverables, and other terms and conditions of their work and payment. Service agreements are signed by the consultant and the KM Mayor.

Before hiring a consultant, HR, Admin & Finance or the assigned Committee (or designate) must review and approve the following documents:

- A scope of work (SOW) for the consultant
- Consultant's curriculum vitae
- Consultant's service agreement
- Consultant's payment or salary history for the previous three years

The KM may have guidelines or restrictions on the contracting, payment, or deployment of consultants. The HR Manager, Admin & Finance or the assigned Committee (or designate) should be familiar with these terms and conditions and allocate budget accordingly.

All international (third-country) consultants will be fielded through KM's Mayors and other related government designees. The KM must contact the KM Mayor to execute service agreements.

### Volunteer

Volunteers are those who perform services without receiving a salary, wage payment, or employment-related benefits. Volunteers are free to come and go as they please and cannot be held to specific working hours. Each volunteer must sign a letter of agreement that releases KM from any obligation to reimburse the volunteer for the service he or she performs.



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### Time Compensation

KM strives to maintain an equitable and systematic approach to salary practices and makes every effort to ensure that KM salaries are comparable with those of similar governmental entities, and consistent with the Afghanistan Labor Law compensation norms. To the extent permitted by the Law, complete job descriptions and salary ranges are available for review by all employees. All Salary scale changes or edits must be approved in conjunction with the KM Mayor and Human Resources department.

### Explanation of Salary Scale

Each KM position is graded according to a corresponding salary range which is based on the job description. Positions with similar scope of responsibility share the same salary range.

Salary ranges are competitive enough to compensate for differences in experience, ability, and overall job performance among employees. The ranges allow for considerable growth in salary while the employee holds a particular job or related position.

Salary ranges are reviewed periodically to ensure that they meet KM's and Afghan Labor law competitive compensation standards.

### Salaries and Payroll Deductions

Salaries are paid upon strict review of the payroll check. Taxes and other required deductions are withheld as required by the Afghan Labor Law. All hired KM employees are paid in local currency (Afghani).

### Annual Increments

The KM Mayor must approve all increments in advance.

### Evaluation

Employees are evaluated based on performance and the evaluation occurs according to their annual date of hire. The supervisor, in consultation with the Committee, determines the merit based grade of the employee. All evaluation/pay increase is in line with MoLSAMD and the MoF General guidelines.

Salaries may not be increased over the prescribed maximum of the employee's job grade.

KM reserves the right to promote/demote employees.

### Impact of Cost of Living Fluctuation on Salaries

An adjustment to salaries or the salary scale due to the strength of the local currency is generally considered when there is a significant change (increase or decrease) in the daily cost of living or purchasing power of the local currency. A change may be applied if:

- 15 percent or a higher rate of inflation is seen in the market



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- Heavy deflation prevails in the market

The assigned KM Committee, in consultation with the HR and other government designees from MoLSAMD and Ministry of Finance, makes the final decision about all adjustments and their respective amounts. Consultants, volunteers, and employees on probation are not eligible to receive adjustments.

### Employment-Related Benefits

#### Social protection

##### Types of Social protection

Article 134 of Labor Law illustrates that employees and in some cases their family members can benefit from the social protections that are as follow;

1. Food allowance (Food Allowance is only provided for days the employee reports to work)
2. Transportation allowance
3. Aid in finding shelter
4. Medical services
5. Financial aid at the old age retirement equal to 10 months of wage along with its benefits as per the last salary
6. Aid for child birth
7. Financial aid for the deceased employee's family for burial ceremony equal to 10 months wage along with its benefits as per their last salary
8. Pension for old-age, completion of service duration, illness, disability and other conditions is foreseen in legislative documents.

### Preserving Pension Rights

Article 26 of Afghanistan Labor Law clearly articulates that in an event of retraction of the employment contract of a worker on the basis in regards to the rules of this code, the pension and other rights of the worker concerned are reserved. Pension contributions are managed by KM, MoF, and MoLSAMD. The will be paid to the employee at the end of their employment contract.

### Work Hours

All departments operate per the following guidelines.

Article 30 of Afghan Labor law illustrates the normal workweek for all full-time employees consist of a minimum of 40 hours. Other fulltime employees may be required to work in different shifts of 8 hours in compliance with Afghan labor law. Employees are allowed to leave



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early for religious reasons, but are expected to compensate in the same month the work hours missed.

Employees are responsible for recording their daily attendance, including hours worked on the attendance sheet or finger print system introduced by KCI. Supervisors/HR Department are responsible to prepare, monitor and keep records of the attendance document for financial as well as auditing purposes.

Office hours may vary at the discretion of the KM Mayor and the respective department head, and may change in the summertime when the MoLSMD change their working schedules. During the month of Ramadan, KM shall make special arrangements for working hours as necessary.

The KM staff are required to work 40 hours per normal work week. The exact workdays for each employee may vary, provided that 40 hours of official work are accounted for within each week.

### **Compensatory Time Off**

Compensatory Time off will not be awarded and supervisors should consider using overtime compensation, as per applicable Afghan labor law.

### **Overtime Compensation**

All KM employees with lower grad positions who work more than 40 hours per week, on weekends, or on holidays (unless otherwise stated in the employment contract) may earn overtime compensation, as specified in the individual employment contract. Overtime compensation must be approved by the representative department head and the KM Mayor in advance in writing. Overtime is not awarded for work that should otherwise be completed during the employee's normal work schedule.

The Article 38 of Afghan labor law permits overtime in the following cases subject to the agreement of both employee and employer;

1. In cases that performance of work may not be delayed and is required for public services;
2. In order to prevent or remove industrial or social accidents;
3. In order to repair or restore damaged machines if the malfunctioning leads to stopping of work for a large number of Employees;
4. In order to remove unforeseen circumstances that prevent normal functioning of social services (water supply, heating, lighting, sewage, transportation, communications, health and other social services);
5. In order to complete work which was started previously if non completion of such work leads to material or moral damage;
6. In order to continue work due to absence of a shift worker from work if interruption of the work is not possible. In such a case, the Administration shall take immediate measures for replacement of the Employee [with another Employee];



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7. In order to compensate the work stopped or not performed, as mentioned in Article 37.1 of this Law; and
8. In order to perform other work needed by the Administration, as determined by the relevant in-charge person.

Overtime hours cannot be more than the working average hours during the day.

Clause (4) of Article 38 clearly articulates that the conditions, arrangements and the number of overtime hours will, with due regard to the special features of the work of the specified employees, be determined by the organization legislative document.

### **Insurance Coverage for Work-Related Injuries**

Insurance coverage for work-related accidents is provided. Staff members are only covered while on official business. Any employee who is injured on the job must contact his or her supervisor immediately. Accidents that occur during weekends, holidays, leaves (annual, casual, sick, etc.), and before or after work hours are not accepted as work-related injuries, unless the employee is on official duty. Similarly, any injury that is caused by the employee or related to employee's negligence or purposeful act against KM property is not considered a work-related injury.

Article 136 and 56 of Labor law clause (3) indicates the method of establishment, insurance, equipment of the foundations of the social protection and insurance that will be drawn up by discrete legislative documents;

### **Transportation Allowance**

Article 134, clause (2) of Labor law indicates that all regular employees are eligible for pick and drop off facilities under the Social Protection Act. Special considerations are given to female staff.

### **Official Holidays**

Article 41 of Labor law indicates that KM, in conjunction with the other governmental entities, determines which national holidays and religious days are considered KM official holidays. An official holiday schedule is announced at the beginning of each calendar year by the Afghan government.

The KM observes the following holidays as official and paid holidays:

1. The last day of the week (Friday);
2. The first day of the [solar] year (Nawroz);
3. 28th of Assad (the Independence Day of Afghanistan);
4. 8th of Sawr, Victory of the Islamic Revolution of Afghanistan;
5. The three days of Eid- ul- Fetar;



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6. Four days of Eid- ul- Adhah and Arafa;
7. Twelfth of Rabiul Awal, the birth day of the Great Prophet of Islam
8. 10th of Muharam-al-Harram (the day of Ashura); [and]
9. Other days approved and declared by the Government of the Islamic Republic of Afghanistan as public holidays.

Financial assistance mentioned in this article from clause 1-7 is paid from the institutional budget and the amount of pension mentioned in part 8 of this article is paid from pension fund.

At the discretion of the KM Mayor additional holidays may be added considering holidays observed by the Government of the Islamic Republic of Afghanistan.

### Approval of Leave

Direct supervisors must initially approve all types of leave for staff members, and then obtain final approval from the Head of the Department. The HR Manager will designate a staff member to maintain and track balances of accrued and used vacation and sick leave on a Leave Balance Sheet.

### Annual Leave

Annual leave (recreational, sick and urgent) shall not include public holidays and shall be provided when needed and requested by or upon a notification by the employee.

All staff members are entitled to be paid annual leave per the following guidelines.

- A maximum of 20 annual leave days is earned at the accrual rate of 1.66 days per month. Part-time employees earn annual leave on a prorated basis.
- Annual leave will not be granted within the first three months of employment.
- Annual leave may be granted as an individual day or multiple days and is, in either case, deducted from the employee's annual leave accrual.
- Annual leave is granted according to work requirements and scheduling needs.
- Cash payment for unused accrued annual leave is not allowed while an employee is gainfully employed by the KM.
- Work during public holidays shall be allowed with the consent of the Employee and approval of the relevant Administration in the following cases:

Work in an Administration which is ceaselessly active, if an interruption would cause delay in work and problems in [provision of] public services;

- Performance of work related to public services;



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- Fulfillment of work that shall not be delayed for urgent repairs, loading or unloading of consignments, and work related to prevention of unforeseen events;
- Performance of other work urgently required by the Administration as determined by the relevant in-charge person.

In reference to the paragraph of Article 44 of Afghan Labor Law, the Administration shall be obliged to pay, as a privilege, 50% of the normal hourly Wage to the employee, in addition, to the overtime payment provided in this Law.

### Sick Leave

All staff members are entitled to sick leave per the following guidelines.

- Full-time employees accrue sick leave at the rate of 1.66 days per month to a maximum of 20 days per year. Part-time employees earn sick leave on a prorated basis
- Five accrued but unused sick days may be carried over to the next calendar year, not to exceed a maximum of 5 sick days in any year
- An employee must give notification of illness to their respective supervisor before 10:00 a.m. of the day of sickness; otherwise, the day may not be considered a sick day. The supervisor must immediately inform the HR department (or designate) of the sickness notification. If the employee is unable to reach his or her immediate supervisor, then they should notify the HR Department directly, who in turn will inform the employees supervisor of the absence.
- If an employee is sick and unable to complete the workday, he/she is entitled to payment for the time worked.
- An employee on sick leave for more than three consecutive days must provide a doctor's note.
- Unused sick leave cannot be exchanged for cash payment

If the sickness of an employee extends for a period longer than that referenced in Article 52 of labor law, an additional paid sick leave may be granted to the employee upon presentation of a certificate issued by a governmental or nongovernmental health center. The Second clause of this article put (2) the conditions of and the processes for granting supplementary sick leave referred to in paragraph (1) of this Article shall be regulated by the relevant legislative document.

### Extended Sick Leave

Staff member are entitled to extend sick leave per the following guidelines.

- If the employee's illness lasts longer than the period declared in article (52) of Afghan Labor law additional paid leave can be granted to him/her if the employee presents a valid certificate issued by governmental and or non-governmental health center.





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### Maternity Leave

All female staff members are entitled to paid maternity leave per the following guidelines:

- Employees are entitled to up to 90 calendar days (starting no sooner than 30 calendar days before delivery) of full pay for maternity leave.
- Employees who have twins are entitled to up to 15 additional calendar days of unpaid maternity leave (a maximum of 105 calendar days of maternity leave).
- Maternity leave is a separate from and in addition to annual leave and sick leave.

Employees should work with their supervisors as early as possible to plan for maternity leave. Employees returning from extended sick leave will be placed in the same or similar position upon their return. After the completion of the maternity leave, the staff has to report to duty within five days. If she fails to do so, she will not be entitled to the privileges explained in article 54, clause 2 of Afghan Labor Law.

### Compassionate/Urgent Leave

Employees are entitled to use compassionate leave in the case of marriage, birth, death, disaster, or sudden critical illness in an employee's immediate family.

All staff members are entitled to paid compassionate leave per the following guidelines.

- Employees may be granted a maximum of 10 working days of compassionate leave per year.
- Compassionate leave is separate from and in addition to annual leave.
- Urgent leave in can be spread out. However, it should not exceed three days. If requesting urgent leave beyond the three days an official written request must be sent to the employee's direct supervisor and HR Department.

### Hajj Pilgrimage Leave

Employees are eligible for up to 45 calendar days of paid leave only once during his or her entire service period in order to perform Hajj (Mecca) rites or to make pilgrimages to the sacred places.

In order to qualify for 45 calendar days of paid leave, the employee must present a valid certificate issued by the Department of Hajj and Religious Affairs.

The leave must be approved in advance by the employee's direct supervisor and should be recorded on time sheets as "other excused leave." The leave will be disallowed if proper certificates and documentation are not provided.

Should there be any days taken in excess of the 45 days for Hajj Leave, they will be considered as part of the employee's annual leave.





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While all those employees who have not been to Hajj before are qualified for this type of leave, there are special circumstances which could limit the participation in Hajj. A maximum of three employees will be granted approval each year. In the event more than three personnel request Hajj Leave, the three who are allowed to participate will be determined by a random drawing of names (lottery).

HR and Administration Manager (or designee) will conduct the lottery, and be witnessed by the head of department. The KM Mayor has the final decision in the event any employee requesting Hajj Leave are considered mission critical and cannot be released for 45 calendar days.

The KM Mayor may approve exceptions to the number allowed to participate in Hajj Leave if KM requirements will allow.

The selected employees will be officially announced by the HR Manager. Once the announcement is made they can process their paperwork with the Ministry of Religious Affairs.

Any selected employee who changes his/her mind and doesn't want to go to Hajj once their leave is approved shall inform the HR office as soon as possible. This may open up an opportunity for other employees to participate.

### Performance Management Systems

All staff members receive annual performance evaluations. The following is KM's annual review process, which is to be used by KM employees.

Employees and their supervisors may prefer to use KM's standard performance evaluation form or to write their own narrative descriptions, based on and attending to the categories on KM's form. Written statements should cover the entire review period, usually one full year, and not just the month or two before the review date. One-sentence or one-paragraph reviews are not acceptable.

### Ongoing Dialogue

It is recommended that there is ongoing formal and informal face-to-face communication between the employee and his/her supervisor during the year about work, performance goals, and suggestions for performance improvement, if appropriate. Ongoing communication reduces the possibility of surprises at the time of the annual review.

### Annual Review Process

The following steps outline KM's recommended international annual review process, along with a recommended timeline.

- A. Notification (Six Weeks before Employee's Anniversary Date): The HR Manager notifies the employee and the employee's supervisor six weeks before the employee's anniversary date. At that time, the supervisor should communicate with the employee to set a date for the review meeting.



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- B. Employee's Written Statement (One to Four Weeks before Review Meeting): The KM recommends that employee input be incorporated into all annual reviews. Towards this goal, employees are encouraged to prepare written statements about their job performance, their work goals for the coming year, and their professional development goals and plans.
- C. Consultation with Staff Members (One to Four Weeks before Review Meeting): The supervisor may solicit input from others with whom the employee works or interacts, and incorporate the feedback into his or her written summary of the employee's performance. It is recommended that the supervisor and employee mutually decide from whom feedback will be solicited and how it will be used.
- D. Supervisor's Written Statement (One to Four Weeks before Review Meeting): The supervisor prepares a written statement about the employee's job performance over the past year, his or her own goals for the employee's work in the coming year, and suggestions for the employee's professional development goals and plans. The supervisor consults with his or her own supervisor to review the evaluation and confer about salary adjustments. (Consult with the HR and Manager and gain the approval of the KM about all salary adjustments. The KM Mayor must approve all salary increases.)
- E. Exchange Written Statements (Up to Two to Three Days before Review Meeting): The supervisor and the employee may exchange written statements prior to or at the review meeting.
- F. Review Meeting: The formal performance review is conducted face-to-face in a private meeting space, with sufficient time to prepare for and hold the meeting. The meeting should be scheduled close to, but in advance of, the employee's anniversary date. The supervisor discusses the employee's specific strengths and weaknesses and provides an honest assessment of his or her job performance. The employee has an opportunity to respond to the supervisor's evaluation. The employee and his or her supervisor discuss differences and similarities in the written statements exchanged.
- G. Finally, there should be a clear and common understanding of the tasks and performance goals for the next review period; the criteria for excellent, good, and unsatisfactory performance; and any agreed-upon next steps and deadlines for improving performance. The employee signs and dates a copy of the performance review to acknowledge receipt.
- H. Follow-up Meeting: A follow-up meeting may be necessary for one or more of the following reasons.
  - 1. The supervisor's written evaluation requires modifications based on items discussed during the review.
  - 2. It is necessary for the employee to provide additional information to the supervisor. Subsequent adjustments are made to the salary, position classification, or equity, based on HR guidance.



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- I. Completing the Paperwork (Before Anniversary Date) The supervisor is responsible for completing the required paperwork, getting other approvals if required, making sure that the paperwork is filed in the employee and supervisor files, and submitting all documents to the HR Manager and the KM prior to the employee's anniversary date.

### Performance Improvement Plan

It is sometimes necessary to take proactive steps to help employees improve the quality of their work. Performance Improvement Plan process guidelines were developed to assist both employees and supervisors in dealing with issues of work performance.

### Staff Transfer Policy

The KM must adhere to the following guidelines relative to transfer of staff.

#### Relocation and Reassignment of Staff

KM has the right to relocate or reassign employees for legitimate business reasons. In all cases there should be full discussion about any changes in assignment between the employee and supervisor. In the event that the employee chooses not to relocate or be reassigned, KM will attempt to identify an alternative suitable position in the municipality. If a suitable position is not available, the KM will provide references to prospective employers, as appropriate.

### Reimbursement of Relocation Costs

To the extent available in the operational budget, the KM reimburses employees for reasonable relocation and settling-in costs for themselves and their families. Relocation costs are eligible for reimbursement only when the relocation is for a period of at least 12 months and is approved by the MoF and MoLSMD and Kabul Municipality. Reimbursement of relocation costs for reassignment periods less than 12 months is subject to MoF, MoLSAMD and KM Mayor Approval.

Relocation reimbursements may not exceed the actual cost of travel by road and transfer of personal effects, based on the most direct route and the most cost-effective means. Employees must seek approval from the KM Mayor on relocation plans and total cost at least one month before travel or shipment.

### Separation from the KM

All District offices must adhere to the following KM guidelines relative to employee separation.

### Separation from KM

Employees separating from employment, regardless of specific circumstances of separation, will be paid once the clearance procedure has been completed. Payment will be made for all wages earned and all accrued but unused vacation time as of the day of separation. To the extent permitted by law, all funds owed to KM and the value of property not returned to KM will be deducted from final payment to the separating employee.



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Deductions for items not returned will be based on the fair market value. If damaged items were a result of willful disregard for the property or damaged intentionally, fair market value or the cost of repair will be used to calculate deduction

### Return of All Property

All KM property must be returned to the employee's supervisor on or before the last day worked. This includes but is not limited to the following.

- Cell phones (If provided by the KM)
- Computer and computer-related items (provided by KM and other international donors)
- Confidential materials
- Documentation
- Files
- Keys
- Letters
- Office supplies
- Any other items issued or produced during employment at KM.

### Severance Benefit

KM complies with Afghan Labor Law regarding the payment of severance benefits. Severance is calculated as follows:

- Employees are entitled to one month's salary for every year of employment with KM
- Employees are entitled to two month's salary, if the duration of work is one up to five year.
- Employees terminated for gross misconduct will not receive severance.
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Before any severance payment is made, all funds owed to KM for salary advances, travel advances, and all other advances will be deducted from the severance. Severance benefits are not granted to employees whose contracts are terminated for just cause.